

**City of Miami Beach**  
**2001-2002 City-Wide Strategic Priorities and Work Plan**

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Priority Area: **CAPITAL IMPROVEMENT PROGRAM**

Description: A continuing program to improve the City's infrastructure (water/sewer, stormwater, streetscapes, etc.), public facilities, parks, beaches, golf courses and public safety equipment. Includes projects from the G.O., Parks, Water and Sewer, Stormwater Bonds, transportation, and other funding programs.

Goals:

1. Develop a CIP plan for future components.
2. Create an effective structure for the management and coordination of the CIO.  
Develop organizational capacity to manage CIP projects.
3. Develop community infrastructure plans.
4. Use existing funds to obtain additional funding.
5. Deliver capital projects in accordance with implementation plan.
6. Ensure public participation in all projects.

Key Deliverables/Outcomes:

1. Develop a 5-year implementation schedule for funded programs.
2. Complete staffing of office.
3. Create an information management program that keeps client departments informed.
4. Develop operating charter for the community information function aimed at managing and mitigating community and business issues.
5. Substantially complete the following projects:
  - a. South Pointe Phase 1
  - b. Flamingo Pool
  - c. Scott Rakow
  - d. Group A&B Parks
  - e. Espanola Way
  - f. Bass Museum
  - g. Purchase of Fire Trucks
  - h. 42<sup>nd</sup> St. Streetscape
  - i. Pine Tree Park
  - j. Pump Stations #28 and #29
6. Following projects under construction:
  - a. Bayshore Golf Course
  - b. North Shore Park and Youth Center
  - c. NSOSP Phase III
  - d. Recreational Corridor
  - e. Fire Station #2
  - f. Group C Parks
  - g. Regional Library
  - h. Washington Avenue
  - i. South Shore Community Center
7. Following projects under design:
  - a. Lummus Park
  - b. Flaming/Lummus Streetscape; Ocean; Star, Palm, Hibiscus; Normandy; other neighborhoods

- c. Fire Station #4
  - d. Collins 5<sup>th</sup> to 15<sup>th</sup>
  - e. Normandy Golf Course
  - f. 10<sup>th</sup> Street Auditorium
  - g. Venetian Islands
  - h. South Point Phase II
8. Close out REA negotiations on South Point Phase1 and Water/Wastewater pump station projects.
  9. Define/finalize/document expectations from each of the 13 neighborhoods.
  10. Issue bid for at least one job order contracting contractor.  
Address undergrounding of utilities issues in neighborhoods.

Priority Area: **IMPLEMENTING RECOMMENDATIONS OF THE BRTF**

Description: The BRTF presented various recommendations to improve the permitting process and expedite the development process. The BRTF identified 5 key areas for improvement. They are: expedite permitting; improve customer service; simplify Land Use Boards Process; improve staffing and hiring; and invest in technology.

Goals:

1. Relocate and expand city offices.
2. Upgrade/improve technology.
3. Continue to develop appropriate HR strategies to attract and retain qualified staff, particularly for hard to fill positions.
4. Continue to review and enhance development process and identify opportunities for process improvements and efficiencies.

Key deliverables/outcomes:

1. Relocate and expand City Offices
  - Review possibility of acquiring Equity One Building.
  - Evaluate City offices within new proposed parking.
  - Finalize and construct re-configuration of 2<sup>nd</sup> Floor and 1<sup>st</sup> Floor (license and citizen's service bureau) with emphasis on aligning functions and identifying and implementing other administrative office improvements.
2. Continue to improve and streamline development and permit process. Implement recommendations to be made by the consultant, JRD & Associates, for streamlining the process. Implement enhanced services pilot program proposed by the Fire Department.
3. Continue customer service training for line employees.
4. Initiate a structured technical training program to be utilized by the department for new recruits.
5. Technology enhancements:
  - Purchase hand-held for inspectors
  - Permitting on-line
  - Review permitting status
  - Web-page portal redesign
6. Expand counter walk-through process as part of 2<sup>nd</sup> floor reconfiguration.
7. Continuous open recruitment for hard-to-fill positions.
8. Finalize CWA union contract and negotiate language that will allow for position reviews/reclass and salary adjustments.
9. Receive plans review comments in writing.
10. Interdisciplinary meeting when regulatory conflicts arise in plans review.
11. Ensure accountability in development process and plans review process particularly where regulatory conflicts arise.

Priority Area: **STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT**

Description: Managing and fostering the economic growth in Miami Beach to further expand and diversify the economic base. Develop plans and economic development strategies to ensure that appropriate, coherent and sustainable growth occurs in Miami Beach without adversely impacting on the unique character of our community and our residential neighborhoods.

Goals:

1. Sustain and strengthen the tourism industry.
2. Develop key strategies/contingency plan for times of unexpected economic impact and/or to respond to unanticipated events.
3. Assist and foster private development and investment in Miami Beach.
4. Identify opportunities to enhance economic viability of local businesses.
5. Implement economic stimulus package to provide economic relief while confidence is restored in economy.

Key deliverables/outcomes:

1. Citywide Parking Demand Analysis
  - Completed Demand Analysis (final report) by Walker Parking Consultants
  - Identify Priority Projects
  - Prioritize and analyze feasibility and potential of land acquisition opportunities for proposed garages/lots.
2. City-wide Sign Way-Finding: To improve both pedestrian and vehicle access and awareness of major destinations, attractions and transportation.
  - Complete plan and present to FDOT for approval.
  - Develop RFP to design and installation of graphics/information.
3. Traffic Flow Study: Evaluate current flow of traffic during peak and off peak periods in the Entertainment District
  - Define road usage and one-way options.
  - Hold meetings with stakeholders in community.
  - Evaluate use of valet and loading zones.
  - Define potential parking enhancements.
  - Merge with Major Events Plan.
4. 17<sup>th</sup> and Washington Avenue Site Analysis
  - Complete Site Analysis and Development Concept
  - Complete Phase II and refine components of master plan.
  - Update City Center masterplan and initiate amendment to City Center Interlocal
  - Begin negotiation process with NWS regarding expansion project
  - Define funding strategy for Improvements
5. 41<sup>st</sup> Street: Hire consultant to conduct market study and develop economic restructuring recommendations and implement as deemed viable.
6. Develop Expenditure Plan for CDT
  - Complete and review Convention Center Expansion Study
  - Identify and prioritize CDT eligible projects, specifically analyze exhibitor and parking expansion opportunities and cultural infrastructure.
7. 72<sup>nd</sup> Street Site
  - Develop community consensus to finalize development concept
  - Negotiate Lease and Development Agreement to implement desired development concept
8. Establish Nightlife Industry Task Force

- Make appointments to Task Force
- Review and recommend amendments to Promoter License process
- Review and endorse MEP
- 9. Public/Private Garage Projects
  - Oversee completion of Public/Private Projects
  - Determine if 4<sup>th</sup> pending award should proceed
- 10. Supermarket Sitings
  - North Beach – continue to work with supermarket operators and property owners to identify potential new site.
  - South Beach – continue to meet with property owners and identified sites to determine viability of incorporating supermarkets in their proposed mixed use projects.
- 11. Finalize North Beach Strategic Plan
  - Initiate and aggressively pursue completion of Phase II for Byron-Carlyle
  - Amend lease with state to permit city construction of park and pursue title/deed to Altos Del Mar Park
  - Conduct Traffic plan and obtain FDOT concurrence in order to issue RFQ for Altos Del Mar West Lots
  - Assist State in sale of 11 non contiguous lots
  - Evaluate Parking for North Shore Open Space Park vis-à-vis West Lots
- 12. Collins Park Cultural Center:
  - Complete construction and open Bass Museum
  - Analyze feasibility of improving surface parking for Collins Park Cultural Center prior to completion of Library.
- 13. Formalize South Beach Strategic Plan
- 14. Cultural Arts and Tourism Development (CATD)
  - Formalize and adopt Major Events Plan.
  - Advertise and Hire Director of CATD
  - Coordinate Art Basel and related activities
  - Perform Economic impact Analysis of Arts and Culture and special events
  - Spearhead “Arts in North Beach” initiative
  - Conduct cultural facility plan and identify need for cultural facility coordinator on staff
  - Collaborate with tourism partners and develop targeted programs and marketing initiatives.
- 15. Strategic Public Art Master Plan:
  - Create and adopt a 5-year Public Art Master Plan.
  - Amend AIPP review, selection and approval process.
  - Install at least two AIPP installations and select at least two new projects to be commissioned.
- 16. GMCVB
  - Negotiate renewal/extension of CMCVB contract
- 17. Planning
  - Update Comprehensive Plan and incorporate all amendments.
  - Initiate West Avenue/Alton Road
- 18. Beach Concessions
  - Adopt Rules and Regulations
  - Assist Public Works with renewal of State Management Agreement
  - Commence oversight of new concession operation
  - Transfer application requirement to upland owners
  - Continue to solicit State approval of amended rules and regulations

- Finalize water sports Master Plan

19. Royal Palm Crown Plaza

- Oversee completion of construction
- Resolve outstanding delay claim

20. Implement Portofino Settlements Items

21. Film and Print

- Adopt and implement Film and Print Incentives.
- Enhance marketing and promotion campaign.

22. Indian Creek Greenway Project

- Solicit commitment from land property owners

23. Complete 5<sup>th</sup> Street Urban Infill and Redevelopment Plan

24. Workforce Development

- Strengthen relationship with workforce Florida and other agencies
- Implement local employment tracking system
- Formalize the partnership with SBA and SBDC

25. State and Federal Legislative priorities

- Develop targeted legislative funding and administration priorities
- Issue RFP for state legislative services
- Develop an economic recovery wish list

Priority Area: **ORGANIZATIONAL DEVELOPMENT**

Description: In order to achieve the organizational efficiencies we envisioned and ensure a workforce that will address the challenges Miami Beach will face, a variety of internal organizational activities need to be undertaken. These include aligning the mission of the organization with the goals of the City Commission and ensuring that the resources are identified and allocated to accomplish our goals.

Goals:

1. Enhance professional development of city staff.
2. Streamline key processes.
3. Continue to enhance customer service.
4. Assess and modify/enhance as appropriate employee benefits.

Key deliverables/outcomes:

1. Professional Development:
  - a. Cross training with departments (City University)
  - b. New hires
  - c. Current staff—on-going
  - d. External training
  - e. IT training
  - f. Career ladder opportunities
2. Streamline the following processes:
  - a. Hiring
  - b. Payment
  - c. Approval/Requisition
  - d. Agenda
  - e. Employee evaluation
  - f. Disciplinary action
  - g. Evaluate pay structure/classification system
  - h. Grant management procedures
3. Customer Service:
  - a. Senior Management engagement
  - b. Engagement at all levels
  - c. Evaluation of Customer Service
  - d. Shopper program/employee perception survey
  - e. Inter-department networking
4. Employee Benefits:
  - a. Health Insurance
  - b. Retirement
  - c. Section 125 (flexible benefits)
  - d. Leave accrual/must use
  - e. General benefits

## Priority Area: **NEIGHBORHOOD SERVICES**

Description: Neighborhood focus which embraces multi-departmental cooperation to enhance service delivery. Quality of life issues are a priority. These are accomplished through: Community outreach and involvement, empowering residents, and the alignment of city services to exceed customer service expectations.

### Goals:

1. Pursue a coordinated effort to reduce the incidence of Homeless in Miami Beach.
2. Enhance community cleanliness.
3. Use Interdepartmental task forces to coordinate Neighborhood Services.
4. Develop and implement community outreach.
5. Implement Centralized Call Center.

### Key deliverables/outcomes:

1. Homeless Issues:
  - a. Hire a coordinator
  - b. Initiate continuum of care/database
  - c. Continue with HOT team
  - d. Cross Train
  - e. Bed Space
  - f. Secure CDBG Money
2. Enhance Community Cleanliness:
  - a. Education on littering
  - b. Full implementation of Clean Team/SBST
  - c. Mechanize the litter services within residential area.
3. Interdepartmental Task Forces:
  - a. Identify key departments
  - b. Define geographic areas
  - c. HOA participation—condo's
  - d. Develop model for efficiency
4. Community Outreach:
  - a. Implement a Neighborhood Leadership Academy
  - b. Host neighborhood and hurricane fairs/certification
  - c. Newsletter-mass communication
  - d. Develop a timely response mechanism to citizens
  - e. Focus groups-surveys
  - f. Resident Guide
  - g. Cable Show
  - h. Fact Cards
  - i. Web page
5. Centralized Call Center:
  - a. Ensure use friendliness
  - b. Marketing program
  - c. Centralized database (customer relationship management)



Identified Priority Area: **E-GOVERNMENT**

*Description: Electronic access to City services and information by the creation and enhancement of infrastructure and softwares.*

Goals:

1. Create a new website for the City and make it interactive.
2. Allocate appropriate resources to technology and e-government efforts.
3. Begin development of an Intranet.
4. Review internal systems for enhancement.

Key deliverables/outcomes:

1. City Web-site:
  - a. Each department to provide at least one e-government application (identify and prioritize).
  - b. Create appropriate links.
  - c. E-mail
  - d. Enhanced calendar/minutes
  - e. Video streaming of commission/zoning board meetings
2. Appropriate resources:
  - a. Additional staff (internal and external)
  - b. Equipment enhancements/purchases
  - c. Space
3. Develop an Intranet for organization and employees.
4. Review the following internal systems for enhancement:
  - a. Cyborg/LMS/FMS
  - b. Integration of fleet management system with existing systems
  - c. Desk top standardization.